

**Visioning Approach** Over 50 Cluster stakeholders attended two visioning workshops to help define goals for the Cluster 3 reinvestment strategy. These workshops began with a presentation by the Technical Assistance Team to provide all participants with an overview of the Asset Profile, including a summary of the results of Focus Groups and Instrumented Group Interviews (conducted during the Data Gathering phase). Then stakeholders worked with Cluster Board and Technical Assistance Team members (acting as facilitators and recorders) to respond to a prepared Visioning Discussion Agenda in a 50-minute break out group covering one of six planning topics:

#### Workshop #1

- Neighborhood Commercial
- Housing
- Youth Development

#### Workshop #2

- Job Centers
- Transportation
- Environment

Participants in each breakout group had the opportunity to present their own vision statements as well as to respond to the prepared discussion agenda; all ideas were recorded on maps and flip chart sheets.

Each of the breakout groups summarized its findings for all Visioning participants. As the results of each group were reported, stakeholders from other breakout groups had an opportunity to ask questions and to have their vision ideas for that topic recorded on flip chart sheets. Then each participant voted for the ideas/visions under each topic heading which he or she felt were most important to the future of the Cluster.

## Visioning Results

The visioning results are summarized below by planning topic.

### Neighborhood Commercial

Stakeholders reviewed the neighborhood commercial reinvestment target areas identified earlier by Focus Group participants with reference to the results of the neighborhood commercial building condition survey. The previously identified reinvestment locations were

generally endorsed and stakeholders suggested adding a neighborhood scale commercial reinvestment target area on Mack between McClellan and St. Jean.

Stakeholders recognized that not all of the commercial strips in the Cluster would recover as viable commercial areas. In discussing potential re-use strategies, stakeholders suggested redevelopment for townhouses and apartments, green space and institutional and professional office uses.

Stakeholders endorsed the idea of establishing a Cluster-based business development organization to give residents a strong voice in planning and decision-making and to serve as a liaison with the City. It was also suggested that such an organization – or consortium of existing organizations – could help to forge consensus directions on policies and funding priorities.

Stakeholders overwhelmingly supported the goal of promoting the development of small, locally owned and operated retail and service businesses, especially African American owned and operated businesses. Partnerships with the private sector and educational institutions to provide business technical support and training and to facilitate access to start-up capital were also proposed.

## **Housing**

Stakeholders gave highest priority to initiatives which would keep stable neighborhoods strong and those which would promote new housing development (in combination with rehab and infill) in areas with substantial amounts of vacant land. Stakeholders agreed that new housing development areas should provide enough vacant land assembled and ready for redevelopment to create a significant concentration of new and rehab'd housing and that these areas of new investment should build on a stable neighborhood edge (or a successful new housing development). Stakeholders also agreed that large housing reinvestment target areas with significant amounts of vacant land should be planned as new communities, including commercial and civic uses – not just as individual housing projects. There was significant support for lots wider than 40 feet in new housing development areas. In addition, stakeholders proposed establishing programs which would increase the number of African American developers (and/or developer partners) and contractors, as well increasing representation of African Americans and other minorities on work crews.

In addition to the housing reinvestment target areas identified by earlier Focus Groups, stakeholders supported the addition of a housing rehab and infill target area in the area between Mack and Kercheval east of Cadillac. They also gave significant support to the idea of citizen involvement in housing code enforcement efforts in all neighborhoods.

Stakeholders supported the idea of working to increase home ownership rates within the Cluster, with a goal of increasing home ownership from 50 to 75%. Stakeholders also endorsed the idea of making 50% or more of the new and rehab'd housing in the Cluster affordable to low and moderate income households and lower income households requiring a subsidy.

### **Youth Development**

Stakeholders discussed several approaches to improving the quality of public school education, for example by increasing parent involvement and by capitalizing on the talents of seniors in enriching the school curriculum. Stakeholders supported the goal of using schools more actively as a community resource and focus of community activity.

Stakeholders strongly endorsed ideas for expanding the resources available for youth-oriented job training and taking better advantage of existing programs. Expanded partnerships between educational institutions, job training organizations, and employers and the development of internship and apprenticeship programs were suggested. Stakeholders also suggested capitalizing on the volunteer efforts of seniors and adults in teaching life and career skills. They also proposed that the City take a stronger role in youth job training and in making jobs for youth available through programs with City departments and as a requirement to qualify for economic development incentives.

### **Job Centers**

Stakeholders gave much higher priority to the goal of developing local entrepreneurs and providing opportunities for small scale start-up businesses (to create retail, service, professional, skilled trades, manufacturing jobs) in the Cluster than to attracting major new employers. Technical support, access to capital, low cost incubator space, business partnerships and mentoring were all discussed as potential strategies to pursue. Special emphasis was given to identifying and meeting community needs in targeting entrepreneurial business opportunities.

Stakeholders suggested that job centers be planned as a mix of complementary uses (rather than as a large, single use/user) and be more sensitively integrated into the surrounding community. The proposed Islandview Industrial Park in the Mack/Bellevue area was cited as a positive model for jobs-related reinvestment. Many stakeholders felt that past public subsidies for large-scale jobs-related development in the Cluster had not generated the anticipated economic benefits to the surrounding community or a significant number of jobs for area residents.

Stakeholders also stressed the need for improved awareness of existing job training opportunities and expanded partnerships with local educational institutions, labor unions, and businesses to improve job training, internship and employment opportunities.

## **Transportation**

Stakeholders suggested that public transit improvements focus first on improving perceptions of safety by assigning police to ride buses and by improving the design, lighting and signage at bus stops. To build support for increased transit use in the longer term, stakeholders endorsed the idea of transit-oriented development patterns and densities, for example, concentrating higher densities and a mix of uses on major arterial bus routes. Shuttles connecting multi-use centers within the Cluster were also proposed. There was also substantial support for increasing opportunities for walking and biking (to work, recreation, shopping, etc.) by encouraging mixed use development patterns and investing in greenways, bikeways and improved streetscapes (street tree planting, sidewalk improvements, lighting, etc.).

Stakeholders overwhelmingly supported the goal of reducing truck traffic on neighborhood streets by working with individual trucking companies and manufacturers to encourage voluntary cooperation as "good neighbors." Stakeholders also suggested reviewing existing city ordinances and petitioning Council for approval in posting "no through truck" signs, if voluntary cooperation was not forthcoming.

## **Environment**

Cluster 3 stakeholders felt that an improved greenway/open space system was an important goal, emphasizing improved access to and along the River with north-south links to neighborhoods north of Jefferson. Stakeholders suggested that an open space framework be

defined (with links to the riverfront and between community assets, such as schools, churches and shopping areas) and that developers be required to plan investments which respect and implement that framework.

Improved park maintenance was also an important goal. Stakeholders suggested increasing community stewardship through increased volunteer participation in park maintenance (Adopt-a Park) and by creating partnerships with non-profits organizations and business interests to increase funding for park improvement, continued maintenance and expanded programming/use opportunities.

Stakeholders proposed raising the overall level of citizen environmental awareness with a particular emphasis on participating in the City/EPA Brownfields Task Force to ensure that sites within Cluster 3 are a part of the remediation planning process.

Stakeholders also gave high priority to increasing the City's capability to prevent and prosecute illegal dumping and proposed expanded community/resident participation in policing, reporting and monitoring for clean-up compliance. A citizen education program was recommended as part of this goal.